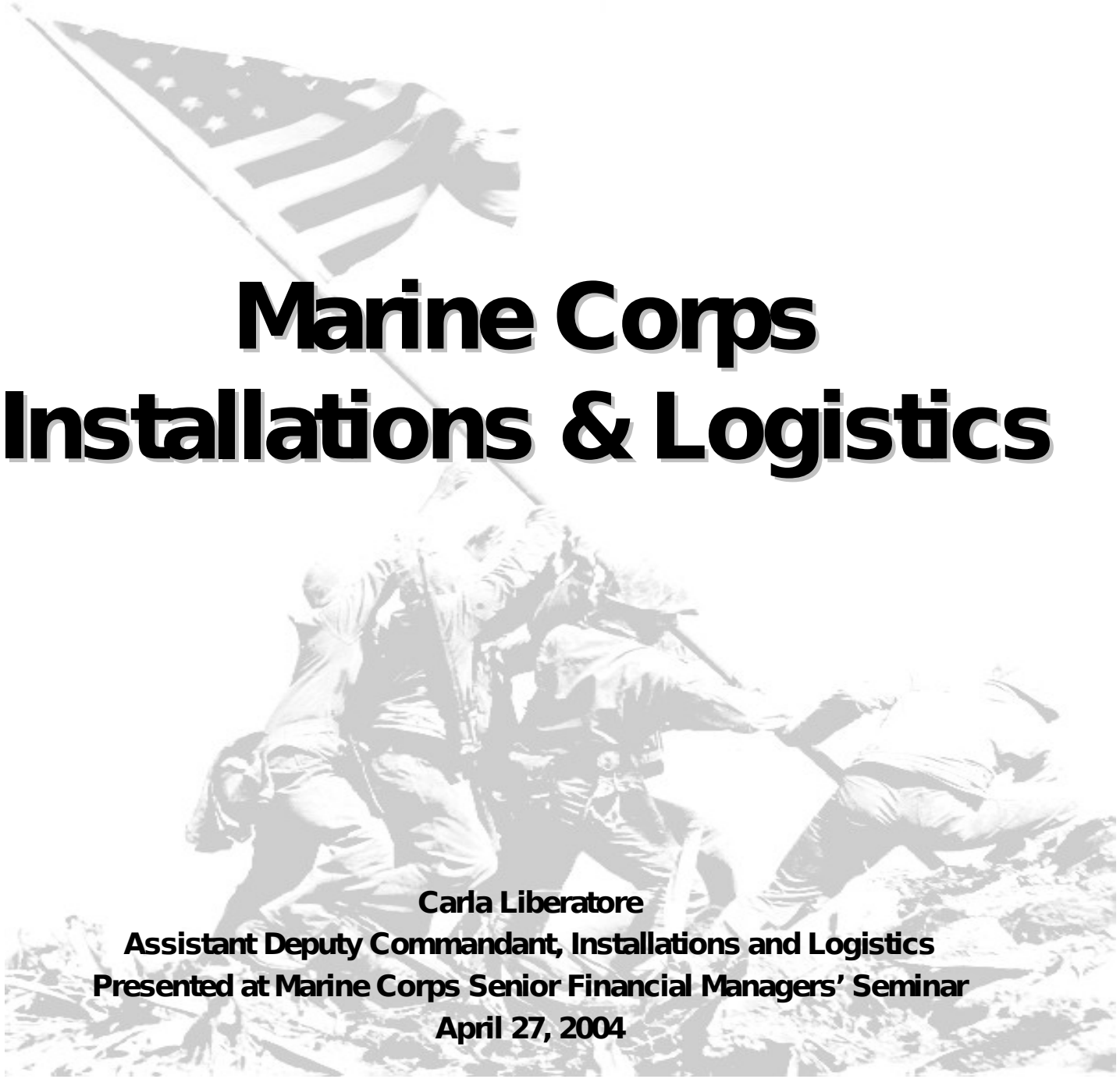


Marine Corps Installations & Logistics

Carla Liberatore
Assistant Deputy Commandant, Installations and Logistics
Presented at Marine Corps Senior Financial Managers' Seminar
April 27, 2004

Outline

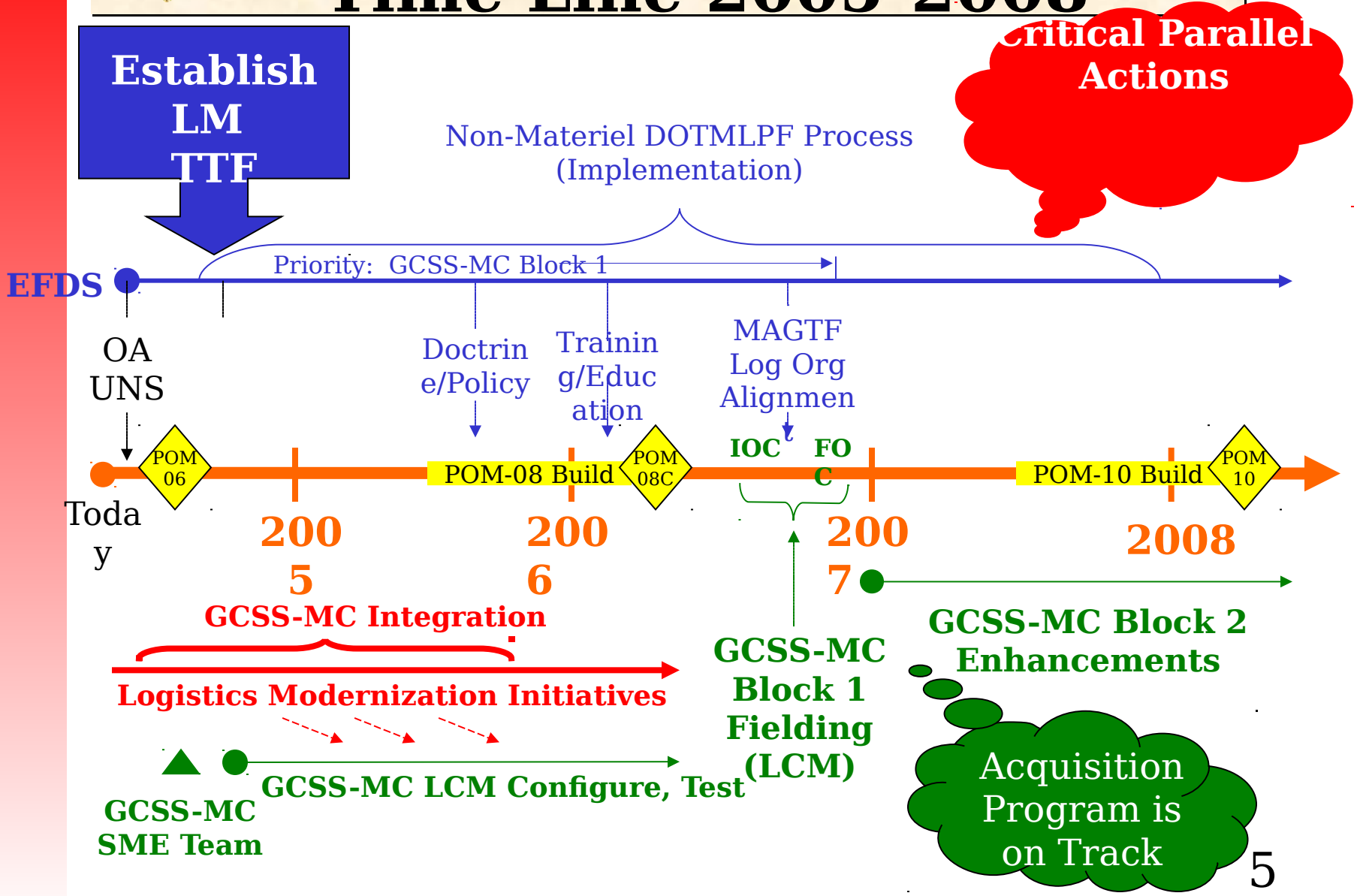
- **Logistics**
- **Installations**
- **E-Business / Contracting / Small Business**
- **Marine Corps Business Enterprise**
- **DC I&L Financial Concerns**
- **Summary**

Logistics

Logistics Modernization

- **Process Change (Operational Architecture)**
  - Operationalizes and reshapes support relationships across the MAGTF (Direct Support/General Support) from FEBA back
  - Integrates supply, maintenance, distribution (log chain)
- **People (Education)**
  - Log Chain Management education (MCU, PSU, UNC)
- **Technology (GCSS-MC)**
  - Replaces legacy systems and enables integration of fo
    stove piped functions in a deployed environm
- **Institutionalizing Change (MCCDC)**
  - Implements permanent change to Doctr
    Organization, Training, Education, etc

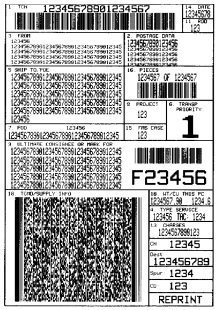
Logistics Modernization Time Line 2005-2008



Asset Visibility with AIT

SAVI Active Tag

Military Shipping Label



Point-in-time-Tracking

Satellite Trackin

Mailing Label

Real-time Tracking

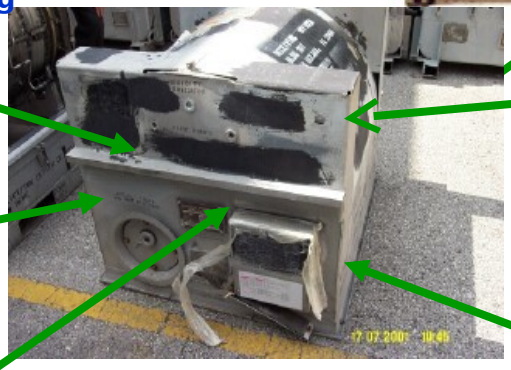
Optical Memory Card

Cargo Manifest

SAVI Active Tag

Point-in-time-Tracking

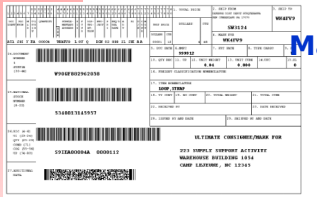
Shipping Container



UID

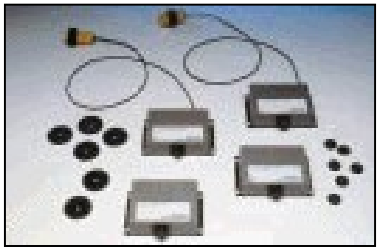
Unique Serial Number

Issue/Release Receipt Document



Materiel Release Document

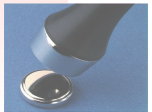
Passive RFID Tag



Maintain Maintenance And Configuration Data

Container/Pallet Identification

Contact Memory Button



Distribution Process Owner

- TRANSCOM designated as DPO by SECDEF on 16 Sep 03
- Improve efficiency/interoperability
  - Deployment
  - Sustainment
  - Redeployment support during peace and war
- Single entity to direct/supervise execution of DOD strategic distribution
- TRANSCOM Distribution Transformation Task Force (DTTF)
  - 8 IPTs established
- Developed Deployment Distribution Operations Center (DDOC) Concept
  - CENTCOM DDOC (CDDOC) deployed to Southwest Asia in

Second Destination Transportation

- Experiencing increased transportation costs due to airlift sustainment in support of the Global War on Terrorism (GWOT)
- HQMC identified problem area with TRANSCOM (AMC) billing rates
  - Rate from Charleston AFB to Balad, Iraq three times the rate from Dover AFB to Kuwait
- TRANSCOM lowered billing rate into Iraq
  - Rate from Charleston AFB to Balad, Iraq is now in line with the rate from

Second Destination Transportation

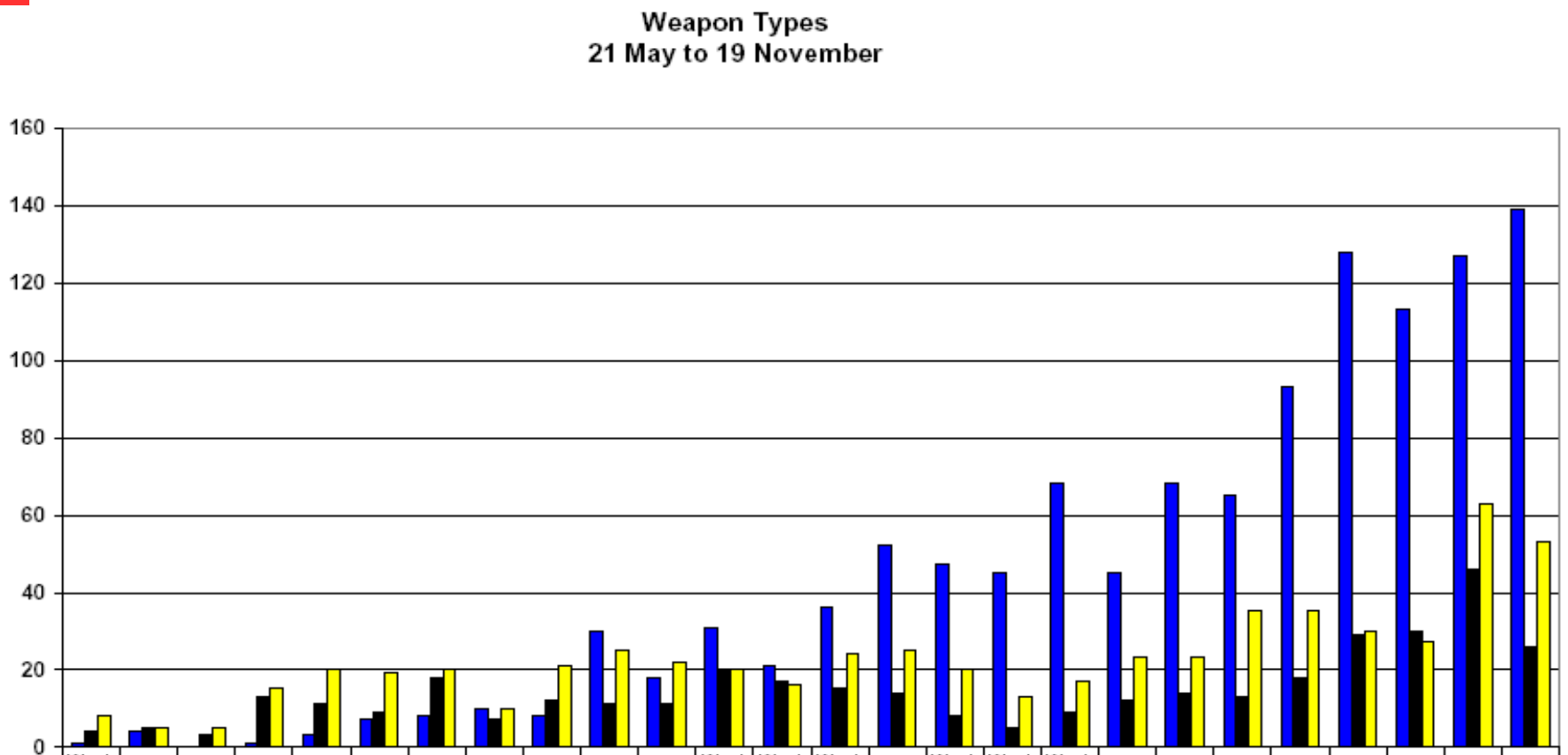
- Issues
  - Lack of a single billing process (regardless of mode of transportation)
    - **Solution:** US Bank's PowerTrack billing system for all modes
  - Centralized management with decentralized execution across DoD
    - **Result:** Anyone can use Marine Corps fund cites
  - Complex process to identify the appropriate Transportation Account Code (TAC) for each shipment
    - **Result:** Inappropriate use of funds
  - Manual cross-disbursement process within DFAS
    - **Result:** Marine Corps pays the bill but Army has funding responsibility
  - Disputed bills are paid up front
    - **Result:** Tie up funds awaiting adjudication (and possible credit) which can take years to resolve

Logistics Readiness Coordination Center (LRCC)

24/7 Support

- Activated on 21 Jan 2003
- Presently staffed by 16 Reserve Marines
- Focal point for monitoring, identifying, filtering, coordinating, processing, and resolving logistic issues affecting Marine Corps forces in times of emergency, increased tension, open hostilities, or exercises
- Acting as a central point of contact for service-level logistics queries
- Monitors the entire logistics posture of the United States Marine Corps on an almost “real-time” basis utilizing situation reports, message traffic, deployed unit command websites and chat rooms, intelligence reports, and liaison with a multitude of military service agencies
- Additionally, provides sealift and airlift force flow status

Asymmetric Threat - Evolution of Improvised Explosive Devices (IEDs) as Weapons of Choice



	Week-28May	Week-4Jun	Week-11Jun	Week-16Jun	Week-25Jun	Week-2Jul	Week-9Jul	Week-16Jul	Week-23Jul	Week-30Jul	Week-6Aug	Week-13Aug	Week-20Aug	Week-27Aug	Week-3Sep	Week-10Sep	Week-17Sep	Week-24Sep	Week-1Oct	Week-08Oct	Week-15Oct	Week-22Oct	Week-29Oct	Week-5Nov	Week-12Nov	Week-19Nov
EXPLOSIVES	1	4		1	3	7	8	10	8	30	18	31	21	36	52	47	45	68	45	68	65	93	128	113	127	139
RPG	4	5	3	13	11	9	18	7	12	11	11	20	17	15	14	8	5	9	12	14	13	18	29	30	46	26
SMALL ARMS	8	5	5	15	20	19	20	10	21	25	22	20	16	24	25	20	13	17	23	23	35	35	30	27	63	53

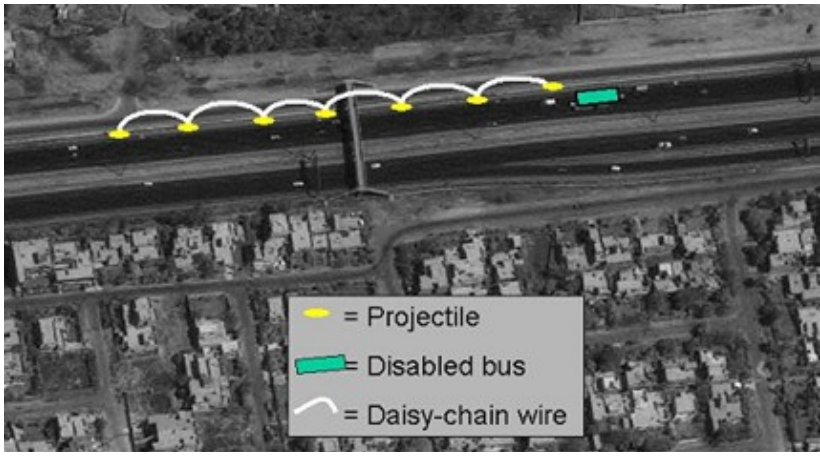
OEF/OIF IED Threats

Sophisticated Trigger Devices

IED Hidden in Plaster made to look like

Garage Door opener detonation device (Notice Wire)

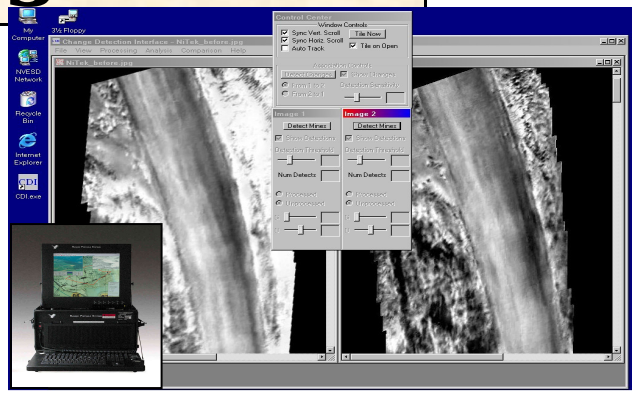
Pressure Release



Daisy-Chains

EOD Counter-IED Required Capabilities

- **Prevent introduction of IEDs**
- **Detect / locate emplaced IEDs**
  - **Technology (Change Detection Workstations)**
- **Prevent functioning of undetected IEDs (Jammers)**
- **Render safe detected / located IEDs**
  - Use of Robots
  - Disruption devices
  - Hand entry (most dangerous)



Explosive Ordnance Disposal (EOD)

- **Background**
  - Low density, high demand field (378 Marines)
  - All second term Marines from other fields
  - One year joint school plus four years certifying OJT
- **Significant Deptempo challenge**
  - 50% of Operating Force EOD Marines forward deployed
  - FSSG EOD Marines average 200+ days deployed in two year period
- **Factors lead to structure shortfalls**
  - Recent Relief
    - Additional EOD school seats obtained for next two years
    - Initiative to obtain additional EOD structure

Life Cycle Logistics

- **Moving to unified <u>Life Cycle Logistics Career Field</u>:**
  - From Acquisition Logistics and Systems Sustainment tracks
  - Combined skill sets required
  - Larger professionalized workforce needed: Marines and Civilian Marines
- **<u>Good News</u>:**
  - Future logistics workforce being reshaped by key logistics transformation initiatives
  - New logistics business model provides the strategic direction for workforce planning
- **<u>Concerns</u>:**
  - DAWIA assimilation moratorium delayed FY04 migration
  - Costs associated with training

DAWIA Life Cycle Logistics workforce strategy is balanced with Non-DAWIA logistics workforce initiatives

Depot Level Maintenance Funding Requirements

Marine Corps Logistics Command Depot Level Maintenance Requirements	FY 04	FY 05	FY 06
PRE OIF I Requirement(1)	237.4	296.2	246.8
OIF I Requirement	138.3	43.9	N/A
Total Unconstrained Requirement(2)	375.7	340.1	378.8
Executable Requirement	237.3	219.0	244.8
Funded Requirement - Regular	114.3	114.2	123.7
- Supplemental	71.0	N/A	N/A
Executable Unfunded(3)	52.0	104.8	121.1

➢ **Anticipated funding levels will not adequately support MARFOR capabilities.**

(1) As submitted in POM 04 (PRESBUD)

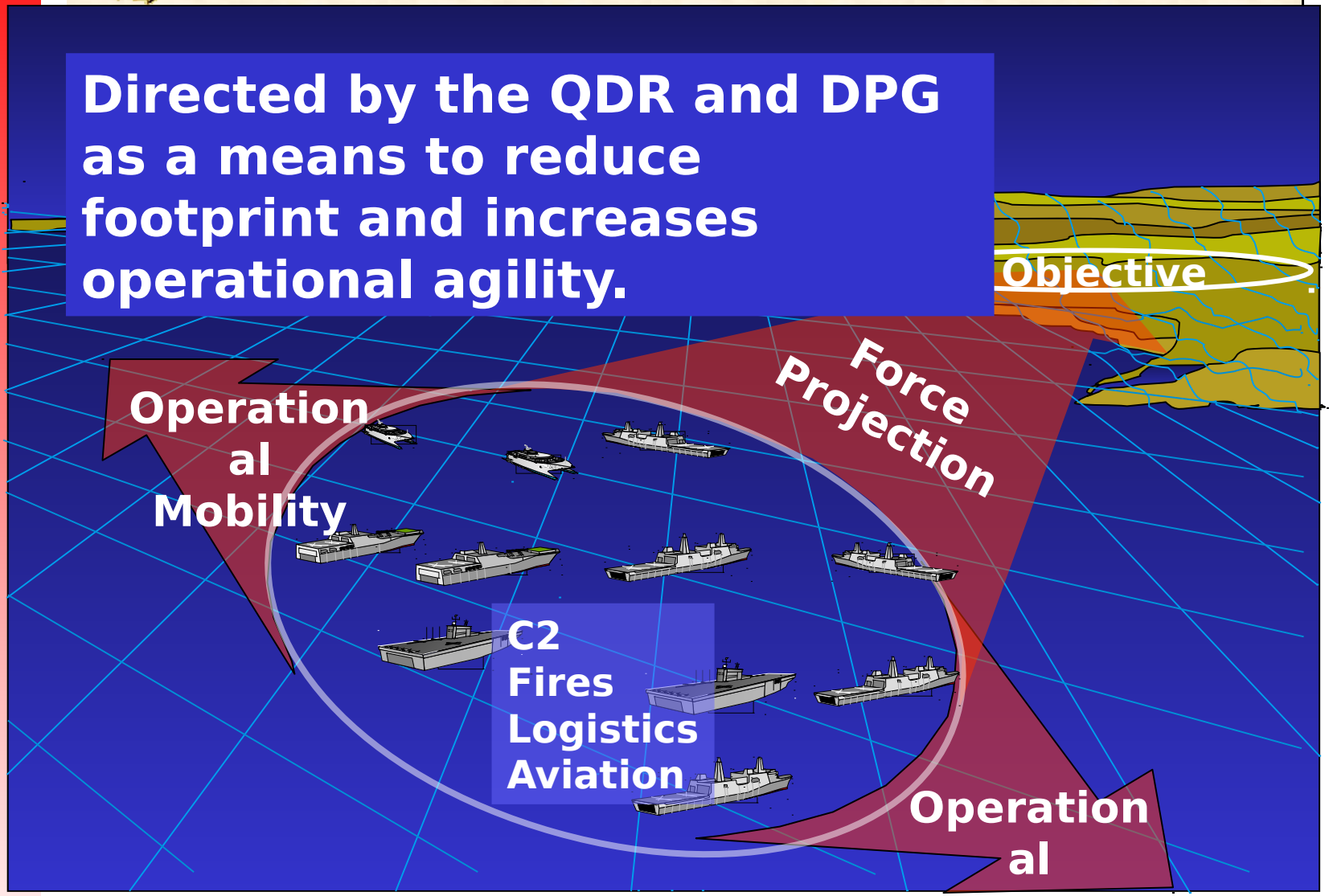
(2) Updated during POM 06 DLMP Conference

(3) FY05 and outyear funding shortfalls are being reviewed and updated as a result of anticipated OIF II/III operations (as

Navy-Marine Corps Logistics Integration Terms Of Reference

- **I&L / N-4 / NAVSUP Meetings**
- **Signed 30 July 03**
- **Key elements:**
  - Systems / ERP
    - Inventory Mgmt
  - Common Policies
    - ITV / TAV
  - Mutually supporting organizations
  - Naval Distribution
  - Common Packaging
  - Naval Engineering
  - S&T and Experimentation
  - Training & Education

Sea Based Operations



Installations

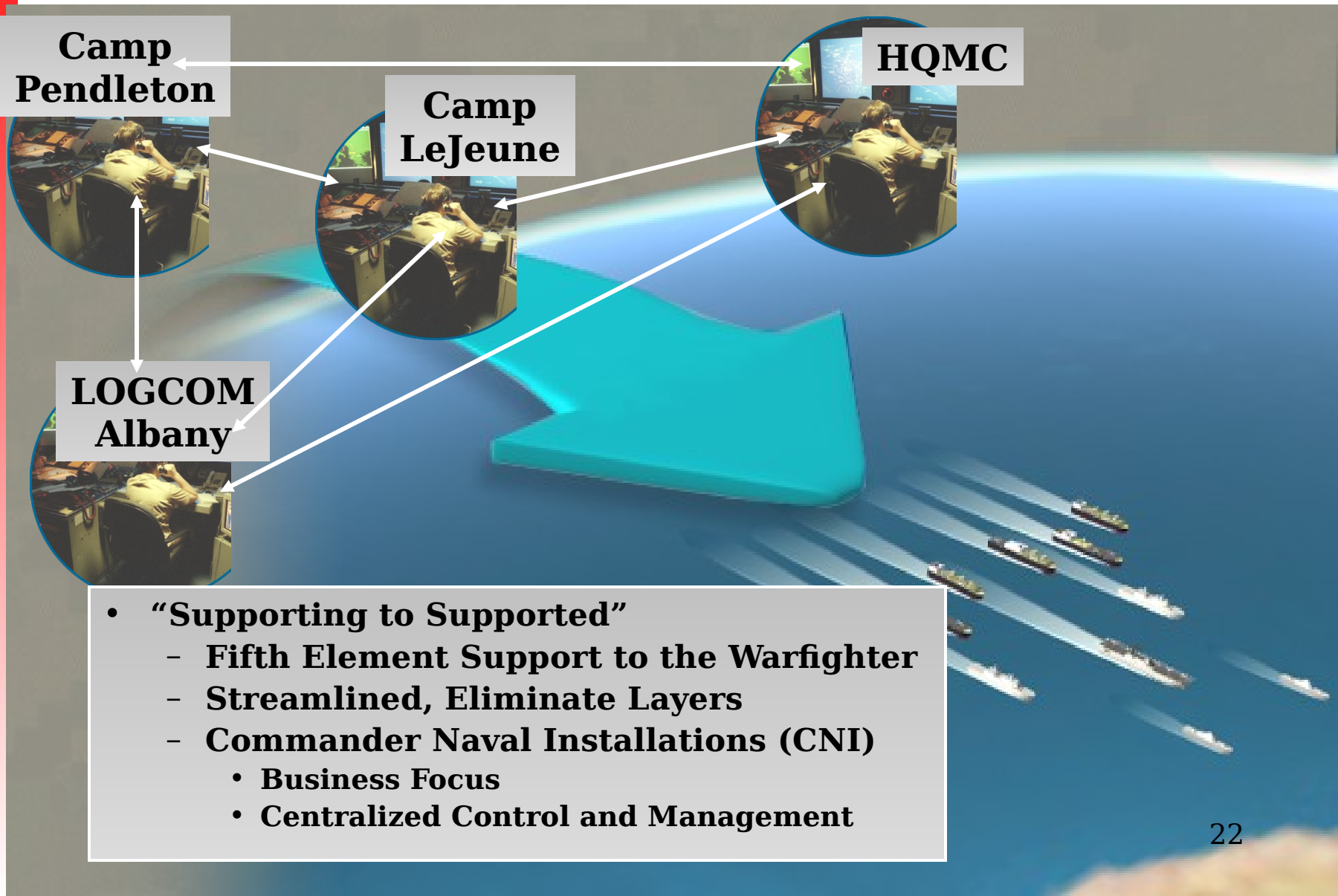
Housing Our Marines

- **Family Housing**
  - Public Private Venture (PPV) is a Success Story
- **Bachelor Housing**
  - Achieving 2005 Goal to Eliminate Inadequate Barracks
  - Resource Challenge to Achieve 2012 Goal of 2X0 Assignment Standard

Installations Funding

- **Facilities, Sustainment, Restoration and Modernization**
  - **FY04 Challenge**
- **Base Operating Support**
  - **Model Development**
- **MILCON**
  - **Outlook**

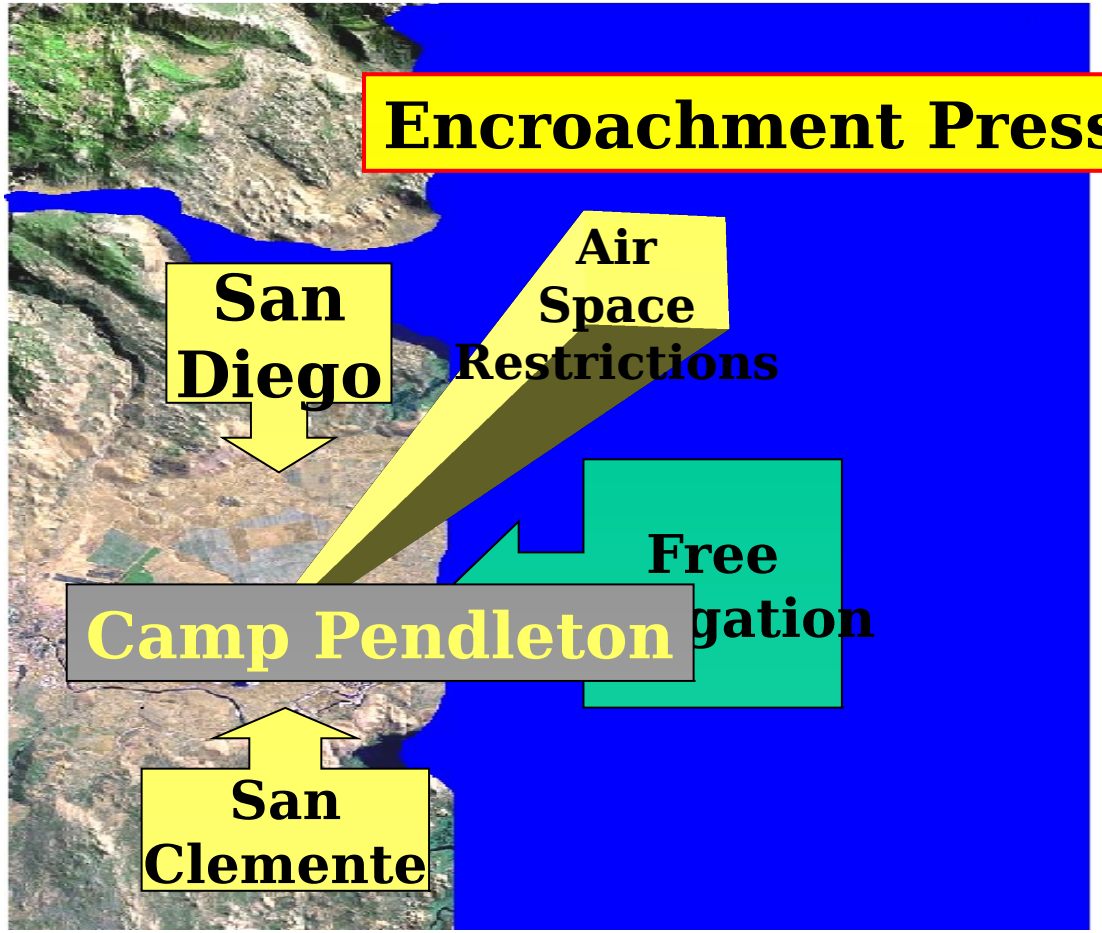
Installation Command and Control



- "Supporting to Supported"
  - Fifth Element Support to the Warfighter
  - Streamlined, Eliminate Layers
  - Commander Naval Installations (CNI)
    - Business Focus
    - Centralized Control and Management

Environmental Issues

- **Range Readiness Preservation Initiatives**
  - Encroachment Partnering
  - Integrated Natural Resources Management Plans
  - FY05 Legislative Proposals



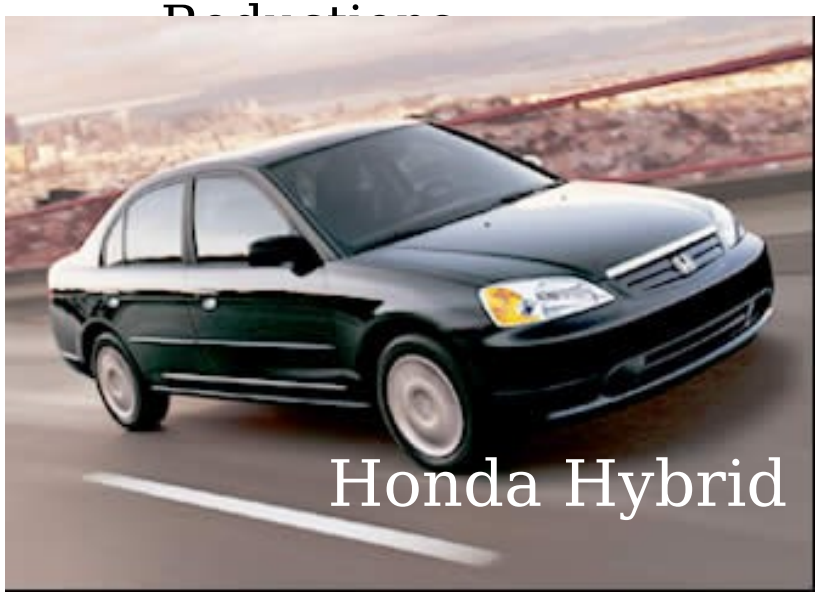
Environmental Issues

- **Camp LeJeune Water Contamination**
  - Agency for Toxic Substance Disease Registry
  - CMC Panel

Environmental Issues

- **Fuel Efficient Vehicles**
  - **Energy Policy Act (EPACT)**
    - Fleet Conversion to Alternative Fuel Vehicles
  - **Executive Order**
    - 20% Petroleum Fuel Reductions

Biodiesel
Ethanol
Hydrogen Fuel Cell
Hybrids



- **Enterprise Level Fleet Management**
  - **- Electronic Data Capture**
  - **-Web Enabled**
    - Dispatching
    - Maintenance

Food Service

- Regional Garrison Food Service Contract
  - Contract Management
  - Facilities
  - Décor Packages

- Changes in Field Feeding

Field Food Service System

Blount Island

- Acquisition:
  - Phase 1: Completed 29 Sept 03
  - Phase 2: Expected summer 2004
- Blount Island Shaping:
  - Long Term Operational Vision

BRAC 2005

- Process
  - Joint Focus
  - OSD/Service Chief Leadership
  - DC (I&L) Day-to-Day Execution
- Status
  - Capacity Data Call Complete
  - Military Value Data Call May 04
  - Scenario Development/Data Call Summer/Fall 04
- Observations
  - Imperatives/Equities are Key
  - Realignment vs. Closure Considerations

E-Business Contracting Small Business

E-Business

- Wide Area Work Flow (WAWF)
  - Implemented at 18 sites
  - P&R / I&L / DFAS Team
  - CMC White Letter Forthcoming
  - DoD Acquisition Domain = WAWF + Standard Procurement System (SPS)
- GCPC
  - Delinquencies are under **2%**
- DoD E-Mall
  - DLA Sponsored Tool

Contracting

56% in FY03

- Service Contracting
  - Need to Define Requirements Clearly
  - PR Builder = Requirements + Financial + Contracting
  - POM 06 Initiative for Training
- DoN Centers of Excellence
  - Consolidates Navy / MC A-76 Contracting Actions
  - Will Improve Consistency in Outsourcing Practices

Small Business

- DoN Report Card

FY03 Grade = F

- New Marine Corps Small Business Director on Board
- Concerns about Wide Area Work Flow (WAWF)
- Renewed Commitment to Marine Corps Small Business Program

Marine Corps Business Enterprise

Business Enterprise

- Counterpart to Navy Sea Enterprise
  - Free up Resources for Warfighting
  - Drive Marine Corps-Wide E2E Process Improvement
  - Increase Scrutiny of Budget and POM Planning
  - Drive Marine Corps Transformation
- Effective Tools
  - A-76
  - Military to Civilian Conversions
  - Core / Non-Core Competency Analysis
  - Activity Based Costing / Management
  - Marine Corps Productivity Investment Account
  - Beneficial Suggestion Program
  - Business Skills Training and Education

Business Enterprise (Con't)

- Topics on the Horizon
  - Performance Based Logistics (PBL)
  - Spend Analysis (Service Contracting)
  - Marine Corps ERP
  - Command and Control of Marine Corps Bases and Stations
- Corporate Responsibilities
  - Sea Enterprise Board of Directors
  - OSD Business Initiatives Council (BIC) Executive Director

DC I&L FINANCIAL CONCERNS

- **Reconstitution – FY05 Bow Wave**
  - Are we fixing equipment we do not need?
  - Can we afford the price of reconstitution?
- **FSRM – Year of Execution Fluctuations**
  - Funding fluctuations make program execution difficult
  - Can be seen as bad faith by our contractors
- **Clean Audits – P&R/I&L Partnership**
- **Core/Discretionary**
  - Core versus Discretionary Process – Should we zero base all core programs?
  - FSRG
  - CMC Priorities
  - How do we drive offsets/trade offs?

Summary (Advocate's Priorities)

- **Combat Support / Logistics**
  - GCSS-MC
  - 5 to 3 Levels of Maintenance
  - Secondary Reparables (SECREP) Management
  - MAGTF E2E Distribution
  - 4th & 5th Element Integration
  - Reshape MAGTF Capability (4th FSSG)
  - Naval Logistics Integration
- **Business Enterprise**
  - Stand Up MCBE Office
  - Increase MAGTF Lethality
  - Mil to Civ Conversions
  - Competitive Sourcing / A-76
- **Bases and Stations**
  - Facilities Sustainment
  - Encroachment Control
  - Family and Bachelor Housing
  - BRAC 05 Execution
  - Blount Island Shaping
- **Business Management**
  - E-Business
  - Service Contracting
  - Small Business
  - Career Development / Education